Social Sciences and Humanities Research Council

2015-16

Report on Plans and Priorities

James Moore
Minister of Industry

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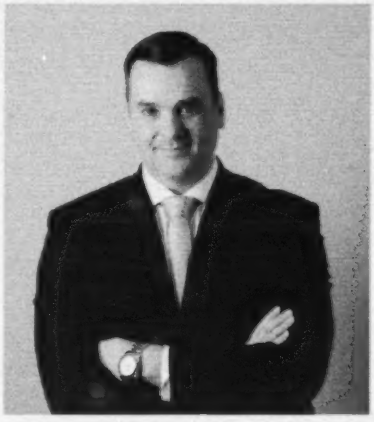
Minister's Message



Canada will continue to benefit from responsible economic policies in 2015–16, including our low taxes, free trade opportunities and responsible investment regime.

The Industry Portfolio will help sustain job creation and economic growth by effectively managing programs and services that help Canadian companies compete and innovate. Canadians can depend on our government to invest in programs that benefit them the most. In 2015–16, the Industry Portfolio will continue to invest in world-class research and innovation that help companies compete at home and abroad.

Through its implementation of *Seizing Canada's Moment: Moving Forward in Science, Technology and Innovation 2014, the Portfolio is* encouraging collaborative partnerships between educational institutions and industry leaders that support research and commercialization.

In 2015–16, research funded by the Social Sciences and Humanities Research Council of Canada (SSHRC) will support successful innovation by businesses, not-for-profit organizations and government. In addition to contributing to Canada's lasting prosperity, SSHRC will further leverage its growing status as a leader in innovative and results-oriented research funding, as demonstrated by its role in administering the $1.5-billion Canada First Research Excellence Fund, one of the government's largest-ever investments in post-secondary research.

The Industry Portfolio will help deliver on our government's commitment to return to a balanced budget by managing programs and services effectively. I am confident that we will meet our objective and that the Social Sciences and Humanities Research Council of Canada will continue to contribute toward economic growth and prosperity that benefit all Canadians.

James Moore
Minister of Industry

Minister of State's Message

As Minister of State for Science and Technology, I am pleased to present the *2015–16 Report on Plans and Priorities for the Social Sciences and Humanities Research Council (SSHRC)*.

Our government has been integral in supporting basic and applied research, talent development, research infrastructure and innovation-related activities in the private sector with $11 billion in new federal funding since 2006.

I'm proud to say that as a result of this strong commitment, Canada tops the G7 in higher education research and development investments at our universities, colleges and research institutes. In recognition of the critical economic and social impact science has on Canadians, the government unveiled an updated strategy, *Seizing Canada's Moment: Moving Forward in Science, Technology and Innovation 2014*. The strategy is a vision and a road map for strengthening Canada's position as a global leader in scientific research while looking to harness greater Canadian innovations that create jobs, increase prosperity and improve the quality of life of Canadians.

SSHRC will continue to support Canada's universities and colleges in conducting research to develop innovative solutions to today's critical economic, social, cultural and technological challenges. SSHRC also helps Canada's best and brightest develop into future leaders by investing in scholarships, fellowships and training. Throughout 2015–16, SSHRC will continue working in collaboration with other federal funders to improve client service, will harmonize and simplify administrative requirements, and will maintain its commitment to upholding the highest standards of research excellence and accountability. SSHRC-funded research has deservedly taken its place at the heart of Canadian innovation, helping Canada realize its potential in the 21st century.

Moving forward, Canada will work hard to develop and attract high-quality researchers, both at home and abroad, to enrich our scientific enterprise and create greater prosperity for Canadians. Furthermore, we will continue to encourage collaborative partnerships and to enhance programs that support commercialization and knowledge transfer between higher education institutions and industry.

With a new strategy in place and a government firmly committed to innovation, our country is poised for another outstanding year. In 2015–16, we will work with all of our stakeholders to meet the objectives outlined in this report.

Ed Holder
Minister of State (Science and Technology)

President's Message

The Social Sciences and Humanities Research Council (SSHRC) is one of Canada's—and the world's—leading research funding bodies. Through its comprehensive, streamlined programming, SSHRC funds Canada's best, brightest and most promising students, researchers and research institutions.

As we reach the final stages of delivering on a transformative, three-year strategic plan, in 2015-16, SSHRC will continue working on its priority initiatives. These include efforts to ensure the country has the robust digital infrastructure necessary to maximize the benefits of publicly-funded research, as well as co-leading an international consortium to promote interdisciplinarity and collaboration.

SSHRC is further expanding its leadership role as it takes on the management of the Community and College Social Innovation Fund and the $1.5-billion Canada First Research Excellence Fund (CFREF). Together, these programs will help colleges and universities excel globally in areas offering long-term economic advantages for Canada.

It is my pleasure to present the 2015-16 *Report on Plans and Priorities*. I look forward to reporting in greater detail how SSHRC is helping Canada address the challenges of the future and be a world leader in social sciences and humanities research and research training.

Ted Hewitt, Ph.D.

Section I: Organizational Expenditure Overview

Organizational Profile

Appropriate Ministers: James Moore, Minister of Industry
Ed Holder, Minister of State (Science and Technology)

Institutional Head: Ted Hewitt, President

Ministerial Portfolio: Industry Canada

Enabling Instruments: *Social Sciences and Humanities Research Council Act*, R.S.C. 1985, c. S-12[1]

Year of Incorporation/Commencement: 1977

Organizational Context

Raison d'être

The Social Sciences and Humanities Research Council (SSHRC) funds research and research training that builds knowledge about people, past and present, with a view toward creating a better future. From questions of family and culture to concerns about jobs and employment, research about people—how we live, what we think, how we act—informs new knowledge and insights on the issues that matter most to Canadians.

SSHRC plays a unique role within Canada's science, technology and innovation system by awarding grants and scholarships to researchers, students and fellows who work as individuals, in small groups and in formal partnerships to develop talent, generate insights and build connections that address the needs of all sectors of society.

Responsibilities

SSHRC is an agency that reports to Parliament through the Minister of Industry. It was created through an act of Parliament in 1977 and mandated to:

- promote and assist research and scholarship in the social sciences and humanities; and
- advise the Minister in respect of such matters relating to such research as the Minister may refer to the Council for its consideration.

To fulfil its mandate, SSHRC offers funding opportunities that provide support to Canadian researchers and students through grants, scholarships and fellowships,

respecting the terms of the federal Policy on Transfer Payments. As well, SSHRC has funding dedicated to colleges and polytechnics through its Community and College Social Innovation Fund pilot.

SSHRC is also responsible for administering the following tri-agency programs, offered jointly with the Natural Sciences and Engineering Research Council (NSERC) and the Canadian Institutes of Health Research (CIHR):

- the Canada Research Chairs Program;
- the Canada Excellence Research Chairs Program;
- the Research Support Fund (formerly known as the Indirect Costs Program); and
- the Canada First Research Excellence Fund.

In addition, SSHRC works with Industry Canada, as well as with NSERC and CIHR, to support Networks of Centres of Excellence initiatives. It collaborates with NSERC and CIHR to deliver the Canada Graduate Scholarships, Vanier Canada Graduate Scholarships and Banting Postdoctoral Fellowships programs. SSHRC and CIHR also participate in the College and Community Innovation Program, managed by NSERC. SSHRC will continue to foster this collaboration to the benefit of all Canadians by building on the harmonization of tri-agency programs, practices and policies.

The institutional head of SSHRC is supported by a governing council appointed by order-in-council to reflect the perspectives of the academic, public and private sectors. SSHRC's governing council promotes and assists research and scholarship in the social sciences and humanities. It meets regularly to set strategic policy and program priorities, allocate budgets, and advise the Minister of Industry and Parliament on matters related to research in these areas.

Strategic Outcomes and Program Alignment Architecture

1. Strategic Outcome: Canada is a world leader in social sciences and humanities research and research training

- **1.1 Program:** Talent: attraction, retention and development of students and researchers in the social sciences and humanities
  - **1.1.1 Sub-program:** Canada Research Chairs
  - **1.1.2 Sub-program:** Canada Graduate Scholarships
  - **1.1.3 Sub-program:** Vanier Canada Graduate Scholarships
  - **1.1.4 Sub-program:** Banting Postdoctoral Fellowships
  - **1.1.5 Sub-program:** Doctoral and Postdoctoral Fellowships

- **1.2 Program:** Insight: new knowledge in the social sciences and humanities
  - **1.2.1 Sub-program:** Individual, team and partnership research grants
  - **1.2.2 Sub-program:** Institutional research capacity grants

- **1.3 Program:** Connection: mobilization of social sciences and humanities knowledge
  - **1.3.1 Sub-program:** Individual, team and partnership knowledge mobilization grants
  - **1.3.2 Sub-program:** Research-based knowledge culture
  - **1.3.3 Sub-program:** Networks of Centres of Excellence

2. Strategic Outcome: Canada has the institutional capacity to enable research and research-related activities in social sciences and humanities, natural sciences and engineering and health

- **2.1 Program:** Indirect costs of research

Internal Services

Organizational Priorities

Priority	Type[1]	Strategic Outcome
Promote and support Canadian excellence in social sciences and humanities research and talent development	Previously committed to	1

Description

Why is this a priority?

Talented, skilled and creative people are at the heart of successful societies like Canada. Demand is growing across the private, public and not-for-profit sectors for highly qualified individuals who exhibit the leadership qualities required for success in the 21st-century economy: i.e., those who are creative, analytical and articulate, as well as sophisticated in their understanding of individuals, communities and societies in the past and present. These qualities are acquired through direct engagement—on the part of both researchers and students—in excellent research that effectively nurtures both intellectual skills (e.g., rigour, objectivity, analysis, synthesis, creativity) and professional skills (e.g., communication; collaboration across disciplines; building of partnerships with government, community-based and private sector partners; network-building; management of large teams).

SSHRC must continue to be at the forefront of promoting world-class research and engagement in Canada in a number of ways, first and foremost by working to update policies and practices for fostering research excellence and making the results of research available. In doing so, SSHRC supports the people, knowledge and innovation pillars of the federal science, technology and innovation strategy. As the premier funder of social sciences and humanities research in Canada, SSHRC must also ensure its assessment criteria and merit review processes evolve in keeping with the ever-changing nature of research excellence. Finally, because research excellence is defined in an international context, Canadian social sciences and humanities research must be increasingly connected to global research networks, and reflect and contribute to global research agendas.

What are the plans for meeting this priority?

- Promote the skills, tools and infrastructure necessary for success in research and research training: In 2015-16, SSHRC will continue to work with the federal research funders and other stakeholders to develop and implement policies to support a well-functioning digital infrastructure ecosystem for research and innovation, including a policy on research data stewardship.

1. Type is defined as follows: previously committed to—committed to in the first or second fiscal year prior to the subject year of the report; ongoing—committed to at least three fiscal years prior to the subject year of the report; and new—newly committed to in the reporting year of the Report on Plans and Priorities (RPP) or the Departmental Performance Report (DPR).

Priority	Type	Strategic Outcome
Work with Canadian postsecondary institutions and other organizations to build a 21st-century research and training environment in the humanities and social sciences	Previously committed to	1

Description

Why is this a priority?

Excellence in research and research training does not occur in a vacuum—it requires an enabling and fertile environment. This environment includes institutions (postsecondary institutions, in particular), as well as a number of other structures, policies and supports. SSHRC, along with other federal and provincial funders of research, plays an important part in Canada's research and research training environment.

The nature of research and scholarship is changing—as are Canada's postsecondary campuses. Researchers and students are increasingly asking questions and addressing them in ways that challenge established disciplinary boundaries. Many research fields are seeing an increase in scale: massive datasets in all disciplines are increasingly common, as are larger and more diverse research teams—with members from a wide variety of fields—that are well positioned to tackle more sophisticated challenges. Research that engages communities and the public, private and not-for-profit sectors is now common on campuses from coast to coast. And there is a growing appetite within both academic and non-academic sectors to see, access and use the knowledge and understanding that result from research. The structures that comprise Canada's research and training environment, therefore, need to change as well. SSHRC must work with postsecondary institutions to adapt and ensure Canada can continue to provide the supportive environment in which researchers can do excellent work and new talent can be trained with advanced research skills, while developing appropriate achievement-measurement tools to ensure that change is successfully implemented.

In light of this, SSHRC harmonized business processes and procedures across funding opportunities, creating a more flexible and effective system of application and assessment to support the most promising students and the best researchers, and to mobilize social sciences and humanities research knowledge. As part of the process of continuous improvement, SSHRC is committed to further streamlining and simplifying the application process by providing a single point of access for applicants, reviewers, committee members, institutions and partners through the use of technology. SSHRC's new grants management system provides a single point of entry for participants, and, as new funding opportunities are introduced, will be used to manage the whole range of processes, from application and merit review processes to reporting on results.

What are the plans for meeting this priority?

- Facilitate world-class research and research training by regularly updating all steps in the grant management process to ensure they are effective, efficient and enabling: In 2015-16, SSHRC will continue to enable innovation in program delivery by improving the user experience, streamlining and harmonizing business processes, and replacing aging technologies through the continuing, phased implementation of the new grants management system, which includes the adoption of the Research Portal, the Client Relationship Management System and the Canadian Common CV.

Priority	Type	Strategic Outcome
Position knowledge and expertise about human thought and behaviour to bring maximal benefits to Canada and the world	Previously committed to	1

Description

Why is this a priority?

The benefits of social sciences and humanities research can be seen in every aspect of Canadian society, from assisting the development, and assessing the impact, of the laws and policies passed by our governments, to the successful implementation of business innovation strategies, the training of next-generation leaders, and the revision of the curricula used in our elementary and secondary school classrooms. While it is clear that SSHRC funding is contributing to so many facets of life in communities across Canada and around the world, Canada's social sciences and humanities knowledge and expertise must be actively stewarded for its benefits to be sustained and available to its citizens.

SSHRC, in partnership with the research community, has a responsibility to ensure that the benefits of research and talent development are realized as fully as possible, for the benefit of Canada and the world. We must encourage opportunities for the social sciences and humanities to contribute to national debate; address the challenges of today and tomorrow; and produce new knowledge and understanding of intellectual, economic, social and cultural value.

What are the plans for meeting this priority?

- Support research and talent development in important future challenge areas for Canada: In 2015-16, with a focus on the six future challenge areas, SSHRC will implement a strategy to advance the contributions of the social sciences and humanities toward meeting Canada's future, long-term societal challenges and opportunities. This includes integrating the six future challenge areas within SSHRC's programming and corporate activities, including through national and international collaborations, to maintain a future-oriented research focus for the benefit of Canadians. Next steps focus on encouraging and promoting research, talent development and mobilization of knowledge to contribute new insights and understanding in future challenge areas in collaboration with academic, public, private and not-for-profit sectors.

Priority	Type	Strategic Outcome
Work with Canadian postsecondary institutions and other organizations to build a 21st-century research and training environment in the humanities and social sciences	Previously committed to	2

Description

Why is this a priority?

The Government of Canada's investments in research and development have made a major contribution to Canada's strong performance in science, technology and innovation. Canadian postsecondary institutions face significant competition from their international counterparts in the search for the best minds and for partnership opportunities that enable breakthrough discoveries. Canada's ability to attract top talent, innovators and research partners requires its world-class institutions to be among the best on the global stage. The Government of Canada's Economic Action Plan 2014 announced the creation of the Canada First Research Excellence Fund (the Fund). The Fund invests approximately $200 million per year to support Canada's postsecondary institutions in their efforts to become global research leaders.

It helps Canadian universities, colleges and polytechnics compete with the best in the world for talent and partnership opportunities, to make breakthrough discoveries, and to excel globally in research areas that will create long-term economic advantages for Canada.

The Fund is a tri-agency initiative of SSHRC, NSERC and CIHR. It is administered by SSHRC on behalf of the three agencies.

What are the plans for meeting this priority?

- Promote the skills, tools and infrastructure necessary for success in research and research training: In 2015-16, SSHRC, on behalf of the three granting agencies, will announce the results of the inaugural competition of the Canada First Research Excellence Fund and launch the second competition by 2016.

Risk Analysis

Key Risks

Risk	Risk Response Strategy	Link to Program Alignment Architecture
Managing Stakeholder Relations: The risk that the organization does not effectively manage diverse stakeholder relationships and challenges to its reputation	Assess and implement a mechanism to engage with senior administrators at colleges and polytechnics Respond to the new science, technology and innovation strategy: *Seizing Canada's Moment: Moving Forward in Science, Technology and Innovation 2014* Ensure that information regarding the first CFREF competition is available in a timely manner to all stakeholders at the same time	Strategic Outcomes 1 and 2
Research Portal: The risk that the organization's core business is unable to adapt to, and capitalize on, changes and opportunities related to technology, policy and process	Increase awareness, internal and external, of the objectives and benefits of the project SSHRC, working with NSERC (lead), will strengthen the governance and oversight of the project	Strategic Outcome 1
Demonstrating Relevance and Results: The risk that the organization is unable to demonstrate its relevance by measuring and reporting on the outcomes of its programs	Gain and share insights on future challenge areas through analysis of administrative data, media coverage and monitoring of trends Launch pilot of achievement reporting for one or more funding opportunities	Strategic Outcomes 1 and 2

Through the review of the Corporate Risk Profile in fall 2014, SSHRC management deemed these three risks to fall outside its risk tolerance threshold, and to require dedicated resources and more rigorous monitoring and follow-up.

SSHRC administers a significant budget—roughly $360 million for SSHRC programs and $342 million for the Research Support Fund. Despite the size of this budget, the overall level of risk to the organization is low in terms of continuity of government operations, the maintenance of services to and protection of interests of the Canadian public, and the safety and security of the Canadian public.

SSHRC has adopted an integrated risk management framework, which provides a comprehensive view of corporate risks, and assigns responsibility for their management and mitigation. The approach is part of SSHRC's annual planning cycle, which integrates priority-setting, resource allocation and risk management. This approach aligns with the Treasury Board's Framework for the Management of Risk. As part of its annual planning cycle, SSHRC reviewed and updated its Corporate Risk Profile and Corporate Risk Management Framework in 2014-15, to ensure that each risk would be systematically monitored by senior management. The framework integrates the results of the Corporate Risk Profile, while identifying triggers, controls and risk response strategies for each risk. It also outlines processes and expectations for the ongoing monitoring and reporting of risks within SSHRC's integrated planning cycle.

At its annual review of the Corporate Risk Profile, the organization recognized that it was entering a period of change and some uncertainty in both its external and internal environment.

SSHRC anticipates the appointment of a new president in 2015-16, followed by a period of assessing the impacts of change initiatives undertaken over the past few years to inform SSHRC's strategic direction—particularly in the context of Canada's dynamic research enterprise and the new science, technology and innovation strategy, *Seizing Canada's Moment: Moving Forward in Science, Technology and Innovation 2014*.[ii] Resources will also be dedicated to pursue efforts related to the Government of Canada's move to shared services and the modernization of its information technology.

Planned Expenditures

Budgetary Financial Resources (dollars)

2015-16 Main Estimates	2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned Spending
$717,089,852	$717,089,852	$715,618,678	$711,618,412

Note: Planned spending does not reflect future budget decisions.

Human Resources (Full-Time Equivalents)

2015-16	2016-17	2017-18
209	209	209

Budgetary Planning Summary for Strategic Outcomes and Programs (dollars)

Strategic Outcomes, Programs and Internal Services	2012-13 Expenditures	2013-14 Expenditures	2014-15 Forecast Spending	2015-16 Main Estimates	2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned Spending
Strategic Outcome 1: Canada is a world leader in social sciences and humanities research and research training							
Talent	$172,287,320	$170,656,178	$173,543,477	$172,834,808	$172,986,882	$172,967,450	$172,904,325
Insight	$139,741,893	$143,601,012	$153,370,966	$156,251,032	$156,464,015	$156,329,531	$153,885,019
Connection	$35,544,201	$34,556,118	$31,765,260	$30,186,058	$30,226,183	$28,991,148	$27,765,610
SO1 subtotal	$347,573,414	$348,813,308	$358,679,703	$359,271,898	$359,677,080	$358,288,129	$354,554,954
Strategic Outcome 2: Canada has the institutional capacity to enable research and research-related activities in social sciences and humanities, natural sciences and engineering and health							
Indirect costs of research	$332,129,423	$331,845,665	$340,729,238	$341,675,018	$341,686,408	$341,684,953	$341,680,225
SO2 subtotal	$332,129,423	$331,845,665	$340,729,238	$341,675,018	$341,686,408	$341,684,953	$341,680,225
Internal services subtotal	$16,722,872	$15,060,465	$17,073,912	$16,142,936	$15,726,364	$15,645,596	$15,383,233
Total	$696,425,709	$695,719,438	$716,482,853	$717,089,852	$717,089,852	$715,618,678	$711,618,412

For the 2015-16 fiscal year, SSHRC plans to spend roughly $359.7 million for SSHRC programs and $341.7 million for the Research Support Fund, for a total (including Internal Services) of $717.1 million, to meet the expected results of its programs and to contribute to its strategic outcomes. Changes in year-to-year spending reflect variations in funding for the Centres of Excellence for Commercialization and Research program, which is dependent on yearly competition where funds are determined as a result of a merit review process, and temporary funding for the three-year pilot Community and College Social Innovation Fund.

The Canada First Research Excellence Fund was launched in December 2014. Payments are expected to be made in the 2015-16 fiscal year. The actual amount of funding will be dependent on the results of the merit review process. The required funding will be sought through the supplementary estimates process.

Alignment of Spending With the Whole-of-Government Framework

Alignment of 2015-16 Planned Spending With the Whole-of-Government Framework[iii] (dollars)

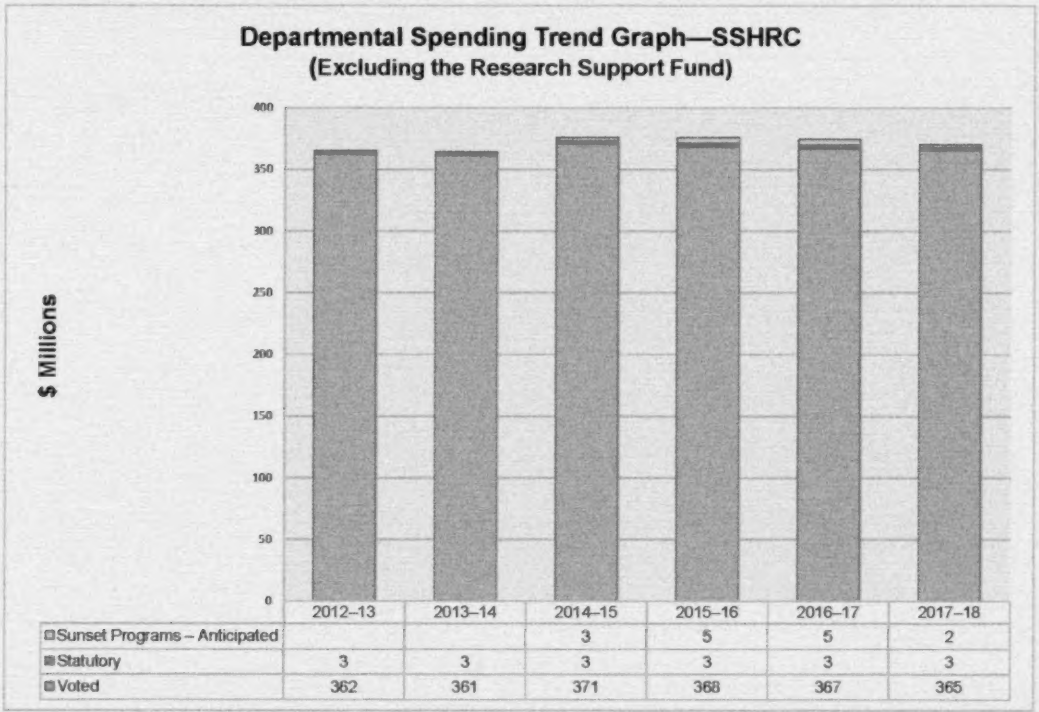
Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2015-16 Planned Spending
1. Canada is a world leader in social sciences and humanities research and research training	1.1 Talent: attraction, retention and development of students and researchers in the social sciences and humanities	Economic Affairs	An innovative and knowledge-based economy	$172,834,808
	1.2 Insight: new knowledge in the social sciences and humanities	Economic Affairs	An innovative and knowledge-based economy	$156,251,032
	1.3 Connection: mobilization of social sciences and humanities knowledge	Economic Affairs	An innovative and knowledge-based economy	$30,186,058
2. Canada has the institutional capacity to enable research and research-related activities in social sciences and humanities, natural sciences and engineering and health	2.1 Indirect costs of research	Economic Affairs	An innovative and knowledge-based economy	$341,675,018

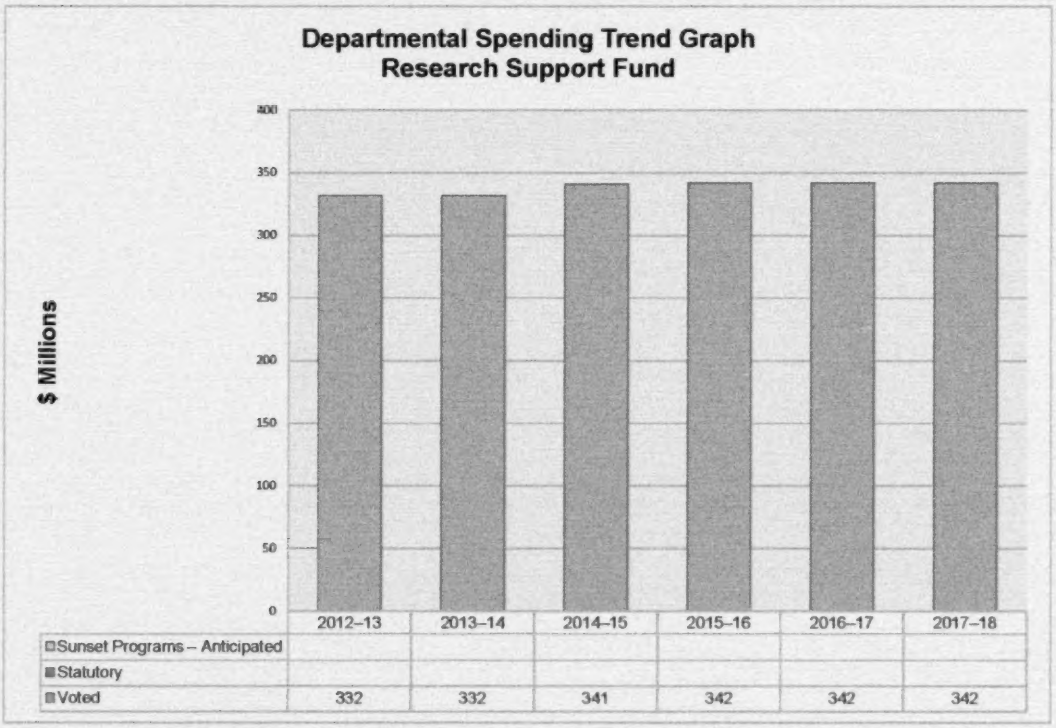
Total Spending by Spending Area (dollars)

Spending Area	Total Planned Spending
Economic affairs	$717,089,852
Social affairs	N/A
International affairs	N/A
Government affairs	N/A

Note: While SSHRC funding spans multiple categories, it primarily falls under the spending area of Economic affairs, as per official Treasury Board guidelines.

Departmental Spending Trend





The preceding graphs illustrate SSHRC's actual and planned expenditures from 2012-13 to 2017-18. For the 2015-16 fiscal year, SSHRC plans to spend approximately $375.4 million for SSHRC programs and $341.7 million for the Research Support Fund, for a total of $717.1 million, to meet the expected results of its programs and to contribute to its strategic outcomes.

In the graphs, spending for 2012-13 and 2013-14 represents the total authorities disbursed as reflected in the Public Accounts of Canada. For 2014-15, the forecast spending amounts indicated on the graphs include all parliamentary appropriations: main estimates, supplementary estimates and carry-forward. For 2015-16 to 2017-18, planned spending consists of the figures listed in the 2015-16 Annual Reference Level Update.

Spending is forecasted to increase in 2014-15 due to the new funding announced in Budget 2014. SSHRC received $7 million in ongoing funding to support advanced research in the social sciences and the humanities through the Insight Program and $9 million in ongoing funding for the Research Support Fund. In addition, temporary funding was allotted for a pilot project in social innovation, which will sunset in 2017-18.

Estimates by Vote

For information on SSHRC's organizational appropriations, consult the *2015–16 Main Estimates* on the Treasury Board of Canada Secretariat website.[iv]

Section II: Analysis of Programs by Strategic Outcome

Strategic Outcome 1: Canada is a world leader in social sciences and humanities research and research training

Performance Measurement

Performance Indicators	Targets	Date to Be Achieved
Canadian social sciences and humanities citation impact relative to world baselines	10*	Currently met; to be maintained

* Target should be read as "within the top 10 countries."

Program 1.1: Talent: attraction, retention and development of students and researchers in the social sciences and humanities

Description

This program provides support to graduate students and postdoctoral fellows in the form of fellowships, and to research chairs in postsecondary institutions that cover salary and research funding. This program is key in attracting, retaining and developing talent in the social sciences and humanities; to cultivating leaders within academia and across the public, private and not-for-profit sectors; and to building centres of world-class research excellence at Canadian postsecondary institutions. The program brands Canada as a top destination for research and research training.

Budgetary Financial Resources (dollars)

2015-16 Main Estimates	2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned Spending
$172,834,808	$172,986,882	$172,967,450	$172,904,325

Human Resources (Full-Time Equivalents [FTEs])

2015-16	2016-17	2017-18
43	43	43

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
SSHRC-funded scholarship and fellowship recipients are employed in Canada and internationally	Employment rates (in percentage) of SSHRC-funded doctoral students	85	Currently met; to be maintained
	Employment rates (in percentage) of SSHRC-funded postdoctoral fellows	90	Currently met; to be maintained
Canada builds research excellence and research capacity	Percentage of SSHRC Canada Research Chairs (CRC) researchers that report having been nominated for, or having received, a national or international prize or award	10	December 2018

Planning Highlights

- **Harmonization of post-award policies and development of award holders guides**: In 2015-16, SSHRC will work with the Natural Sciences and Engineering Research Council (NSERC) and the lead, the Canadian Institutes of Health Research (CIHR), to harmonize policies and guidelines related to the management of awards and scholarships by students, postdoctoral researchers and institutions.

Sub-program 1.1.1: Canada Research Chairs

Description

This program provides support to research chairs in the form of salary and research funding, to attract and retain talent in the social sciences and humanities. National and international researchers can be chairholders. This program is necessary in order to strengthen research excellence, improve research training of highly qualified personnel, improve universities' capacity to generate and apply new knowledge, and promote the best possible use of research resources through strategic institutional planning and collaboration among institutions and between sectors. Tier 1 Canada Research Chairs have a value of $200,000 per year, and Tier 2 Canada Research Chairs have a value of $100,000 per year. This program uses funding from the following transfer payment: Grants and Scholarships.

Budgetary Financial Resources (dollars)

2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned Spending
$55,911,497	$55,905,300	$55,885,169

Human Resources (FTEs)

2015-16	2016-17	2017-18
14	14	14

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
World-class research is enhanced in Canadian universities through the attraction, retention and support of excellent researchers	Percentage of institutions that found the CRC program important or very important in their ability to support the existing research teams / research clusters / research centres	90	March 2016

Planning Highlights

- **Canada Excellence Research Chairs competitions**: In 2015-16, SSHRC will launch the next Canada Excellence Research Chairs competition.

- **Evaluation of Canada Research Chairs Program**: SSHRC will initiate an evaluation of the Canada Research Chairs Program in 2015-16.

Sub-program 1.1.2: Canada Graduate Scholarships

Description

This program provides scholarships to Canadian master's and doctoral students in the social sciences and humanities who demonstrate a high standard of achievement in their undergraduate and graduate studies. The program is necessary in order for graduate students to develop the research skills needed to become highly qualified personnel and research leaders of the future. Scholarships are tenable only at eligible Canadian universities; master's scholarships are worth $17,500 (one payment for 12 months) and doctoral scholarships $35,000 per year (for 36 months). This program uses funding from the following transfer payment: Canada Graduate Scholarships.

Budgetary Financial Resources (dollars)

2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned Spending
$70,231,003	$70,224,596	$70,203,784

Human Resources (FTEs)

2015-16	2016-17	2017-18
14	14	14

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
A supply of highly qualified personnel to the academic, public, not-for-profit, and private sectors	Percentage of Canada Graduate Scholarships students supported completing their degree	90	March 2016
	Years to degree completion of doctoral recipients of a Canada Graduate Scholarship	<6	March 2016

Planning Highlights

- **Harmonization of the Canada Graduate Scholarships doctoral program**: Following the evaluation of and management response to the Canada Graduate Scholarships program, SSHRC will work with the other two federal research funding agencies (CIHR and NSERC) in 2015-2016 to harmonize the administration and delivery of the Canada Graduate Scholarships program focusing specifically on the model and delivery of doctoral awards.

Sub-program 1.1.3: Vanier Canada Graduate Scholarships

Description

This program provides scholarships to doctoral students in the social sciences and humanities who demonstrate an exceptionally high standard of achievement and leadership potential. This program is necessary to attract outstanding doctoral students from abroad, and to retain top Canadian doctoral students, to help build world-class research capacity. The program brands Canada as a venue for excellent research, and encourages scholarship recipients to stay and lead the next generation of researchers in Canada. Canadian and international students are eligible to be nominated for a Vanier scholarship, which is valued at $50,000 per year for three years, offering a value and prestige comparable to other

internationally recognized scholarship programs. This program uses funding from the following transfer payment: Vanier Canada Graduate Scholarships.

Budgetary Financial Resources (dollars)

2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned Spending
$8,401,314	$8,400,794	$8,399,104

Human Resources (FTEs)

2015-16	2016-17	2017-18
1*	1*	1*

* The program is managed by CIHR.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
A supply of world-class doctoral students to build research capacity in Canada	Percentage of applicants considered worthy of award by expert reviewers for a given competition year	40	March 2016
	Number of international students who were awarded a Vanier Canada Graduate Scholarship	20	March 2016

Planning Highlights

- **Vanier Canada Graduate Scholarships management response**: In 2015-16, following the evaluation of the program, SSHRC, working with the other two federal research funding agencies (CIHR being the lead), will implement the management response.

Sub-program 1.1.4: Banting Postdoctoral Fellowships

Description

This program provides fellowships to top-tier postdoctoral researchers in the social sciences and humanities from Canada and around the world, enabling them to pursue research opportunities at Canadian postsecondary institutions. A limited number of fellowships are also awarded to top-ranking individuals who have completed a PhD in

Canada, to pursue research opportunities at foreign institutions. These prestigious two-year fellowships, valued at $70,000 per year, aim to reinforce Canada's standing as a global player in research, and as a destination of choice for promising researchers at an early stage in their careers. This program uses funding from the following transfer payment: Grants and Scholarships.

Budgetary Financial Resources (dollars)

2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned Spending
$3,367,980	$3,367,460	$3,365,770

Human Resources (FTEs)

2015-16	2016-17	2017-18
1*	1*	1*

* The program is managed by CIHR.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
A supply of world-class postdoctoral researchers to build research capacity in Canada	Percentage of applicants considered worthy of award by expert reviewers for a given competition year	25	March 2016
	Number of international students who were awarded a Banting Canada Graduate Scholarship	8	March 2016

Planning Highlights

- **Banting Postdoctoral Fellowships management response**: Following the evaluation of the Banting Postdoctoral Fellowships program in 2015-16, SSHRC, working with the other two federal research funding agencies (CIHR being the lead), will implement a management response.

Sub-program 1.1.5: Doctoral and Postdoctoral Fellowships

Description

This program provides fellowships to doctoral students and postdoctoral researchers with a demonstrated record of achievement in their studies and research skills. This program is

necessary to support the training of highly qualified personnel, develop and retain the best and most promising research talent in the social sciences and humanities, and expand the research qualifications of emerging scholars of the highest potential at an important time in their research careers. Doctoral Fellowships are valued at $20,000 per year for between 12 and 48 months, and are tenable at any recognized university in Canada or abroad. Postdoctoral Fellowships are valued at $38,000 per year for 12 or 24 months, and are tenable at Canadian or foreign universities and research institutions, and provide stipendiary support to nontenured PhD graduates to undertake new research, publish research findings, develop and expand personal research networks, broaden teaching experiences, and become competitive in national research competitions. Doctoral students and postdoctoral researchers who choose to take their fellowships abroad benefit from the opportunity to expand their knowledge and build the international linkages necessary to ensure success in the globalized 21st century. This program uses funding from the following transfer payment: Grants and Scholarships.

Budgetary Financial Resources (dollars)

2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned Spending
$35,075,088	$35,069,300	$35,050,498

Human Resources (FTEs)

2015-16	2016-17	2017-18
13	13	13

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Awardees disseminate research findings in Canada and abroad	Percentage of awardees who report disseminating research findings beyond dissertation	95	December 2015
Awardees enhance their research and research-related skills	Percentage indicating "above average" quality level of the overall research experience (≥4 on a 5-point scale)	85	December 2015
	Percentage of SSHRC doctoral awardees who study or conduct research abroad	50	December 2015
	Percentage of SSHRC postdoctoral awardees who study or conduct research abroad	60	December 2015

Planning Highlights

- **Evaluation of SSHRC Doctoral Fellowships funding opportunity**: In 2015-16, SSHRC will complete the evaluation of the SSHRC Doctoral Fellowships funding opportunity and prepare a management response.

Program 1.2: Insight: new knowledge in the social sciences and humanities

Description

This program provides grants to support research in the social sciences and humanities conducted by scholars and researchers working as individuals, in teams, and in formal partnerships among the academic, public, private and/or not-for-profit sectors, and to support the building of institutional research capacity. This program is necessary to build knowledge and understanding about people, societies and the world, as well as to inform the search for solutions to societal challenges. The objectives of the program are to build knowledge and understanding from disciplinary, interdisciplinary and/or cross-sectoral perspectives; support new approaches to research on complex and important topics; provide a high-quality research training experience for students; mobilize research knowledge to and from academic and non-academic audiences; and build institutional research capacity. Research supported by the program has the potential to lead to intellectual, cultural, social and economic influence, benefit and impact, and increased

institutional research capacity. International research initiatives that offer outstanding opportunities to advance Canadian research are encouraged. Partnerships can include both Canadian and international partners.

Budgetary Financial Resources (dollars)

2015-16 Main Estimates	2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned Spending
$156,251,032	$156,464,015	$156,329,531	$153,885,019

Human Resources (FTEs)

2015-16	2016-17	2017-18
50	50	50

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Canada builds research excellence in social sciences and humanities research	Percentage of research projects cited for Canadian and/or international recognition or prizes in a year	15	December 2018
Research is undertaken in areas of strategic importance to Canada	Percentage of applications received in Government-identified priority areas	30	Currently met; to be maintained

Planning Highlights

- **Implementation of an updated approach to Aboriginal Research**: In 2015-16, SSHRC will fully integrate across its programs the updated definition, principles and conduct guidelines related to Aboriginal research.

Sub-program 1.2.1: Individual, team and partnership research grants

Description

This program provides grants to support research in the social sciences and humanities conducted by scholars and researchers working as individuals, in teams, and in formal partnerships, including international initiatives. This program is necessary to build knowledge and understanding and develop new research questions from disciplinary, interdisciplinary and/or cross-sectoral perspectives. It supports initial-stage research, experimentation with new methods, theoretical approaches and/or ideas, research on

complex and important topics, including those that transcend the capacity of any one scholar or institution, and ongoing collaboration and mutual learning. Funding ranges from $7,000 to $2.5 million over one to seven years. The program leverages external funding through collaborative partnerships. This program uses funding from the following transfer payment: Grants and Scholarships.

Budgetary Financial Resources (dollars)

2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned Spending
$150,452,322	$150,318,679	$147,876,898

Human Resources (FTEs)

2015-16	2016-17	2017-18
48	48	48

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Partners and researchers benefit from research results, linkages and mobilizing knowledge within and across their respective sectors	Ratio of financial contributions leveraged from formal Partnership Grants ($ leveraged per $ Partnership Grant)	1	December 2015
	Ratio of financial contributions leveraged from Partnership Development Grants ($ leveraged per $ Partnership Development Grant)	1	December 2015
Social sciences and humanities research knowledge is produced and mobilized	Average number of research contributions per research grant (e.g., peer reviewed articles, presentations, speeches)	14	December 2015
Students and postdoctoral fellows are trained	Percentage of grant spent on students and postdoctoral fellows	35	December 2015

Planning Highlights

- **Continued program migration into new Research Portal**: SSHRC will complete the migration of the Insight Development Grants funding opportunity into the Research Portal, and will commence migration of the Insight Grants.
- **Research partnerships between postsecondary institutions and industry**: SSHRC will continue to pursue options for developing further partnerships between postsecondary institutions and industry.
- **Evaluation of individual and team research grants funding opportunities**: In 2015-16, SSHRC will complete the evaluation of its individual and team research grants funding opportunities and prepare a management response.
- **Community and College Social Innovation Fund**: In 2015-16, SSHRC will announce the results of the first competition of the Community and College Social Innovation Fund and launch the second competition.

Sub-program 1.2.2: Institutional research capacity grants

Description

This program provides grants to Canadian postsecondary institutions for the development of research capacity in the social sciences and humanities. This program is intended to increase research excellence and strengthen research capacity by covering expenses that include the start-up costs of research centres, support for visiting scholars (travel and stipend), help for emerging scholars to become competitive in national-level grants competitions, and support for national and international dissemination and collaboration. Funding ranges from $5,000 to $30,000 per year for a maximum of three years. This program uses funding from the following transfer payment: Grants and Scholarships.

Budgetary Financial Resources (dollars)

2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned Spending
$6,011,693	$6,010,852	$6,008,121

Human Resources (FTEs)

2015-16	2016-17	2017-18
2	2	2

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Canadian universities develop, increase and strengthen research excellence and capacity in social sciences and humanities	Number of research and research-related activities supported by cycle	5,000	December 2015

Planning Highlights

- **Evaluation of institutional research capacity**: In 2015-16, SSHRC will complete the evaluation of its institutional capacity grants and, will prepare a management response.

Program 1.3: Connection: mobilization of social sciences and humanities knowledge

Description

This program provides funding (grants and operational) to support the multidirectional flow, exchange and co-creation of knowledge in the social sciences and humanities among researchers and diverse groups of policy-makers, business leaders, community groups, educators and the media, working as individuals, in teams, in formal partnerships and in networks. This program is necessary to help stimulate leading-edge, internationally competitive research in areas critical to Canada; build multisectoral partnerships; and accelerate the use of multidisciplinary research results by organizations that can harness them for Canadian economic and social development. The program increases the availability and use of social sciences and humanities research knowledge among academic and non-academic audiences; supports the building of reciprocal relationships, networks and tools designed to facilitate scholarly work; and makes such networks and tools more accessible to non-academic audiences. The funding opportunities offered in this program are intended to complement activities funded through the Talent and Insight programs.

Budgetary Financial Resources (dollars)

2015-16 Main Estimates	2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned Spending
$30,186,058	$30,226,183	$28,991,148	$27,765,610

Human Resources (FTEs)

2015-16	2016-17	2017-18
9	9	9

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Social sciences and humanities research knowledge is mobilized within academic and non-academic communities	Average number of deliverables produced per grant	2	March 2016

Planning Highlights

- **Tri-agency Policy on Open Access to Publications**: In 2015-16, SSHRC will implement the Tri-agency Policy on Open Access to Publications.

Sub-program 1.3.1: Individual, team and partnership knowledge mobilization grants

Description

This program provides grants to support the knowledge mobilization activities of scholars and researchers working as individuals, in teams, and in formal partnerships with the academic, public, private and/or not-for-profit sectors. This program is necessary to build links between the social sciences and humanities research community and potential users of research, to maximize the impact of research beyond academia and allow for fruitful exchanges and the multidirectional flow of knowledge, and to foster an entrepreneurial spirit. Funding opportunities support the dissemination of research results via publications of various types, such as scholarly journals and books; the organization of events for researchers to meet, discuss, compare and plan research activities; and the co-creation, synthesis and application of research knowledge. The program leverages external funding through collaborative knowledge partnerships. This program uses funding from the following transfer payment: Grants and Scholarships.

Budgetary Financial Resources (dollars)

2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned Spending
$12,547,835	$12,543,920	$12,531,202

Human Resources (FTEs)

2015-16	2016-17	2017-18
7	7	7

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Partners and researchers benefit from research results, linkages and mobilizing knowledge within and across their respective sectors	Percentage of Connection grants that leverage significantly more than required	70	March 2016
Research knowledge is accessible to the Canadian public	Percentage of SSHRC-funded Canadian scholarly journals that are open access	60	Currently met; to be maintained

Planning Highlights

- **Guidelines for Connection Grants**: In 2015-16, SSHRC will improve the application instructions and regulations for Connection Grants.

Sub-program 1.3.2: Research-based knowledge culture

Description

This program provides support to social sciences and humanities researchers, graduate students, postdoctoral fellows and the organization, in the form of prizes and operations and maintenance funds. This program is necessary to develop and sustain a research-based knowledge culture in the social sciences and humanities, by honouring and bringing recognition to researchers, graduate students and postdoctoral fellows whose originality and outstanding contribution to research have enriched Canadian society; by supporting brokering activities aimed at building capacity in other sectors to engage in social sciences and humanities research activities; and by promoting the use of research knowledge, to the benefit of Canadian society. This program uses funding from the following transfer payment: Grants and Scholarships.

Budgetary Financial Resources (dollars)

2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned Spending
$1,545,039	$1,543,960	$1,540,456

Human Resources (FTEs)

2015-16	2016-17	2017-18
2	2	2

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Excellent SSHRC-funded research is promoted as beneficial to Canada, internationally, and to individual researcher's careers	Proportion of prize / special fellowship recipients indicating that the award has contributed to career development/opportunities/ recognition (≥4 on a 5-point scale)	80	March 2017

Planning Highlights

- **Knowledge synthesis grants**: SSHRC will implement up to two knowledge synthesis grants competitions linked to the six future challenge areas as identified through its Imagining Canada's Future[v] initiative.
- **Imagining Canada's Future awareness-raising and outreach**: SSHRC will build awareness of and participation in future challenge areas among academic and non-academic sectors, through strategic partnerships, events and outreach.
- **Evaluation of research-based knowledge culture**: In 2015-16, SSHRC will initiate planning for the evaluation of research-based knowledge culture.

Sub-program 1.3.3: Networks of Centres of Excellence

Description

This program provides support to partners in the form of grants through Canada's three granting agencies. Centres supported through SSHRC focus on social sciences and humanities issues, and support large-scale, virtual research networks that bring together partners from academia, industry, government and not-for-profit organizations. This program comprises the Networks of Centres of Excellence, the Centres of Excellence for Commercialization and Research, and the Business-Led Networks of Centres of Excellence. This program is necessary to harness the creativity and inventiveness of the best minds in various disciplines and sectors to find solutions to critical issues of importance to Canada, using internationally competitive research, building multisectoral

partnerships and accelerating the use of multidisciplinary research results by organizations that can use them for economic, social and environmental benefits to Canada. This includes creating centres to advance research and facilitate the commercialization of technologies, products and services within priority areas and helping to increase private sector investments in Canadian research and support training of skilled researchers. This program uses funding from the following transfer payments: Networks of Centres of Excellence and Business-Led Networks of Centres of Excellence.

Budgetary Financial Resources (dollars)

2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned Spending
$16,133,309	$14,903,268	$13,693,952*

* Changes in year-to-year spending reflect variations in funding, which is dependent on yearly competition where funds are determined as a result of a merit review process.

Human Resources (FTEs)

2015-16	2016-17	2017-18
N/A*	N/A*	N/A*

* The program is managed by NSERC.

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
The research knowledge and technology produced by the networks and centres is transferred and used	Ratio of partner contributions (cash and in-kind) relative to Networks of Centres of Excellence funds for commercialization activities (Centres of Excellence for Commercialization and Research program) and research activities (Business-Led Networks of Centres of Excellence program)	1*	March 2015
Strong linkages and partnerships between university, government and industry, and other users (non-governmental organizations)	Percentage of established networks and centres demonstrating knowledge and technology transfer (e.g., number of patents, licences, copyrights, new products or processes, policies created, new capacities established and/or processes or practices affected)	100	March 2015

* The target ratio is 1:1.

Planning Highlights

- **Evaluation of the Networks of Centres of Excellence and Business-Led Networks of Centres of Excellence programs:** In 2015-16, the summative evaluations of these programs and the ensuing management responses will be completed.

- **Evaluation of Centres of Excellence for Commercialization and Research:** In 2015-16, SSHRC will participate in the planning for evaluation of the Centres of Excellence for Commercialization and Research program.

- **Networks of Centres of Excellence Competitions Renewal:** In 2015-16, there will be renewal competitions for both the 2011 Networks of Centres of Excellence Knowledge Mobilization Networks cohort and the 2012 Networks of Centres of Excellence cohort.

Strategic Outcome 2: Canada has the institutional capacity to enable research and research-related activities in social sciences and humanities, natural sciences and engineering and health

Program 2.1: Indirect costs of research

Description

This program provides support to institutions in the form of grants in the social sciences and humanities, natural sciences and engineering, and health. This program is necessary to build institutional capacity for the conduct of research and research-related activities, to maximize the investment of publicly funded academic research. This program helps to offset the central and departmental administrative costs that institutions incur in supporting research, which are not attributable to specific research projects, such as lighting and heating, maintenance of libraries, laboratories and research networking spaces; or for the technical support required for an institution's website or library computer system, ultimately helping researchers concentrate on cutting-edge discoveries and scholarship excellence, and ensuring that federally funded research projects are conducted in world-class facilities with the best equipment and administrative support available. The program is administered by the SSHRC-hosted Chairs Secretariat on behalf of the three research granting agencies. This program uses funding from the following transfer payment: Research Support Fund.

Budgetary Financial Resources (dollars)

2015-16 Main Estimates	2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned Spending
$341,675,018	$341,686,408	$341,684,953	$341,680,225

Human Resources (FTEs)

2015-16	2016-17	2017-18
3	3	3

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to Be Achieved
Universities and colleges improve their overall ability to conduct research and recruit and retain world-class researchers	Percentage of institutions reporting general positive impacts of their grants in the attraction of additional funding	80	March 2015
	Percentage of institutions reporting general positive impacts of their grants in the attraction and retention of researchers	90	March 2015

Planning Highlights

- **Research Support Fund first cycle**: SSHRC will implement the first cycle of the Research Support Fund (formerly known as the Indirect Costs Program).

Internal Services

Description

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Material Services; and Acquisition Services.

Budgetary Financial Resources (dollars)

2015-16 Main Estimates	2015-16 Planned Spending	2016-17 Planned Spending	2017-18 Planned Spending
$16,142,936	$15,726,364	$15,645,596	$15,383,233

Human Resources (FTEs)

2015-16	2016-17	2017-18
104	104	104

Planning Highlights

- **Implementation of Phase 1 Directive on Open Government**: In 2015-16, SHHRC will identify and inventory all internal data sets. This will assist in enabling the Government of Canada to respond in a phased approach to the challenges of making government information more open.

- **Implementation of new human resources systems**: In 2015-16, SSHRC will replace the Human Resources Information System and the Regional Pay Systems with the government-wide PeopleSoft solution (My GC HR) and Phoenix pay system.

- **Public Service Employee Survey:** In 2015-16, SSHRC will use its analysis of the survey results to develop an action plan to respond to areas for improvement, and communicate the action plan to staff.

Section III: Supplementary Information

Future-Oriented Statement of Operations

The future-oriented condensed statement of operations provides a general overview of SSHRC's operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management.

Because the future-oriented condensed statement of operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of the Report on Plans and Priorities are prepared on an expenditure basis, amounts differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, can be found on SSHRC's website.[vi]

Future-Oriented Condensed Statement of Operations
For the Year Ended March 31
(dollars)

Financial Information	2014-15 Estimated Results	2015-16 Planned Results	Difference
Total expenses	719,986,604	721,474,038	-1,487,434
Total revenues	N/A	-224,976	224,976
Net cost of operations	719,986,604	721,249,062	1,262,458

The increase in total expenses is mainly due to a ramp-up in the pilot initiative to support social innovation research projects at colleges and polytechnics. This increase is partially offset by a decrease for the Centres of Excellence for Commercialization and Research, a tri-agency initiative set to create a more effective and efficient way to identify commercialization opportunities, as well as a one-time payment in 2014-15 for the transition to pay salaries in arrears. The change in total revenues is due to the addition of respendable revenues collected from other government departments for providing information technology services and from non-government partners that are providing financial support for operational activities. These respendable revenues will be used to offset expenses related to these services.

Supplementary Information Tables

The supplementary information tables listed in the *2015-16 Report on Plans and Priorities* can be found on SSHRC's website[vii]:

- Departmental Sustainable Development Strategy;
- Details on Transfer Payment Programs of $5 Million or More;
- Disclosure of Transfer Payment Programs Under $5 Million; and
- Upcoming Internal Audits and Evaluations Over the Next Three Fiscal Years.

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations*[viii] publication. The tax measures presented in the *Tax Expenditures and Evaluations* publication are the responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

Christine Trauttmansdorff

Executive Director
Social Sciences and Humanities Research Council
Corporate Strategy and Performance Division

350 Albert Street
PO Box 1610, Station B
Ottawa, Ontario K1P 6G4
Canada

Telephone: 613-944-6230

Email: Christine.Trauttmansdorff@sshrc-crsh.gc.ca

Appendix: Definitions

appropriation: Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures: Include operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report: Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent: Is a measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes: A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures: Include net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance: What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve and how well lessons learned have been identified.

performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting: The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending: For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities: Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

results: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

Strategic Outcome: A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program: A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target: A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

whole-of-government framework: Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

i. *Social Sciences and Humanities Research Council Act*, http://laws.justice.gc.ca/eng/acts/S-12/
ii. *Seizing Canada's Moment: Moving Forward in Science, Technology and Innovation 2014*, http://www.ic.gc.ca/eic/site/icgc.nsf/eng/h_07472.html
iii. Whole-of-government framework, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx
iv. *2015–16 Main Estimates*, http://www.tbs-sct.gc.ca/ems-sgd/esp-pbc/me-bpd-eng.asp
v. Imagining Canada's Future, http://www.sshrc-crsh.gc.ca/society-societe/community-communite/Imagining_Canadas_Future-Imaginer_l_avenir_du_Canada-eng.aspx
vi. SSHRC's future-oriented statements of operations, http://www.sshrc-crsh.gc.ca/about-au_sujet/publications/corporate_reports-rapports_organisationnels-eng.aspx#a2
vii Supplementary Information Tables, http://www.sshrc-crsh.gc.ca/about-au_sujet/publications/corporate_reports-rapports_organisationnels-eng.aspx#a2
viii. *Tax Expenditures and Evaluations* publication, http://www.fin.gc.ca/purl/taxexp-eng.asp